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of

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PREFACE

This is a report of the first three day conference held September 16, 17 and 18, 1957 by the staff of the Department of Agricultural Economics and Rural Sociology at Ohio State University and Ohio Agricultural Experiment Station. This first such conference was on the department's research in Agricultural Economics and Rural Sociology. All staff of the department with the rank of assistant instructor and above and all extension specialists, teaching and research staff were included.

The first two and a half days of the conference was held in the Chemical Abstracts Building on the Ohio State University campus. It seemed desirable to get away from the offices in order to prevent interruption of the staff with office routine. A noon luncheon and afternoon session was held the last day in a private dining room of a restaurant in Columbus, Ohio.

The conference was planned by a staff committee consisting of George Henning, Wade Andrews, Riley Dougan, Glen Mitchell, Edgar Shaudys, and Mervin Smith. This committee started planning the program during the spring months of 1957. Two things were done before the conference. A summary of all research projects was made and was ready for distribution at the beginning of the conference. Some of the panels and groups responsible for various phases of the program, met before the conference and made some preparation for it. A staff evaluation of the conference was made following the conference and is near the end of this report.

THE CHALLENGE AHEAD

by

Mervin G. Smith, Chairman

Chairman Mervin G. Smith opened the first research evaluation conference of the Department of Agricultural Economics and Rural Sociology by stating that the purpose of the conference should be an appraisal of the past and present work being done, and the challenge of the future. A frank challenge was given for social scientists to improve their contribution to society.

Events that led up to the conference were the departmental seminars of last year and also the opportunity of having an intensive review of research with outside specialists in cooperation with the Office of Experiment Stations of the U. S. Department of Agriculture.

The conference brought together our departmental staff with various disciplines and varying years of service from not only research but teaching and extension. It is important to extension and teaching whether our research is usable in the field. It is important that we acquaint the total staff with what research is being done in our department. The freedom to study together, where we are going with research, the attendant problems of what is most important and what is most urgent is of much concern to all of us in Agricultural Economics and Rural Sociology.

We must improve our methodology and, where needed, add to our theory. It is also our duty to coordinate our research not only within our department and between projects but with other departments at the Experiment Station and University. The question might well be asked, "What relationship does our department have with the department of economics or sociology or business organization?"

There should be a constant striving to make our research more valuable. We must gear up to meet the needs of agriculture and the related industries. Effective publishing and publicity are among our goals.

There is a need to gain more confidence in our ability to do research. We should strive to improve the administration of our research in order that the fullest use of research money and the researcher's time should be attained.

We should anticipate research for emergencies that may come up, i.e. changes in medical attitudes toward animal fats, drouths, recessions, etc.

We must improve the prestige of our department and ourselves as workers both within the state and in the nation.

Chairman Smith concluded with a statement to the effect that the participants have the opportunity and academic freedom to improve the potential and usefulness of themselves and the department through group thinking and an exchange of experiences and ideas.

IMPORTANCE OF RESEARCH IN AGRICULTURAL ECONOMICS AND RURAL SOCIOLOGY TO OHIO AGRICULTURE DURING THE NEXT DECADE

by

Dean Leo L. Rummell

Dean Leo L. Rummell of the College of Agriculture and director of the Ohio Agricultural Experiment Station talked to the staff on "Future Program of Research".

The Department of Agricultural Economics and Rural Sociology has grown more than any other department in the last decade. Its salary budget is the second highest amount in the whole Experiment Station ($177,000). Only the Agronomy Department has a larger salary budget.

This Department is particularly important because of the growing emphasis on our relationship to city people. Here in Ohio, agriculture is in very keen competition with industry. Over 90 percent of the state population is made up of non-farm people. This research must be sold to city people both on the state and national level. Many city people have a very limited view of our purposes and do not realize that we are actually aiding them. Funds for research must be sold as an investment. It does not cost, but pays to do research. Many city people feel that our research is limited to what they can do for their lawns and do not see overall broad products.

We are spending over 100 million dollars for research in Agricultural Experiment Stations in the United States. We spend over two million dollars in Ohio. California, the highest, spends over five million dollars for research. The Congress of the United States has seen fit year after year to grant increases in research, despite various differences in the Congress. Today research is not designed for more production but for expanding demand and for more efficiency, particularly in cutting costs.

We are also concerned in the conservation of resources. We need to protect the gains that we have made in obtaining funds, and need to obtain more. We need to be going ahead exploring new areas and not waiting for events to happen. We need to have more efficient production and marketing. Broilers are an outstanding case in which we are getting the same gains with 25 percent less feed and the price to the consumer is approximately the same as thirty years ago. Besides work in cutting the cost, we need to constantly improve and expand markets.

City people have a knife and fork interest in agriculture, and we should work more with city people and with distribution agencies. Many researchers could do a better job of selling research to city people and to industry by the use of articles in other than station publications. Agriculture will continue to be a smaller percent of the total population of the United States, and future gains will be highly dependent on the working relationship we have established with other segments of the economy.

EVALUATION OF RESEARCH OF AGRICULTURAL ECONOMICS AND RURAL SOCIOLOGY DURING RECENT (2-5) YEARS

Panel:--E. T. Shaudys, Chairman, E. F. Baumer, R. S. Dougan, F. B. McCormick, E. M. Rogers and L. L. Arnold reporters

A. Farm Management

1. Most early projects delt with input-output data to:

   a. Maximize income
   b. Develop most profitable enterprise combination

2. Early projects tried under controlled conditions, were not entirely realistic as to farm conditions.

   a. Methodology encompassed complete cost route method, bogged down form weight and volume of data collected.
   b. Did not get at production costs, but got at (1) efficiencies in operations (2) trends in agricultural production (3) data for decision making.

3. In current farm management research, there is need for looking ahead in:

   a. Methodology
   b. Problem areas needing attention
   c. Methods of handling and analyzing data

B. Marketing

1. Approximately 30 projects now under way

   a. With wide coverage, are we spread too thin?
   b. Funds earmarked for certain type project limits scope of research undertaken
   c. Research undertaken as a result of pressure from groups may not be in most important areas

2. Selection of projects

   a. Need to do research in new areas using new ideas and techniques
   b. Need to assume leadership in research
   c. Need to explore deeply into new ways of doing things

3. Handling results

   a. Need more bulletins and technical publications
   b. Write for public consumption
   c. Publish while data is pertinent and timely

C. Rural Sociology - study of people in groups

1. Areas of study and research

a. Mental health
b. Population and migration
c. Rural leadership
d. Communications in agricultural technology
e. Membership relations of groups and organizations

2. Needs in the field

a. Subjects to be pursued and why
b. Who are the reference groups
c. Methodologies to be used
d. Punctuality in doing timely research
e. Cooperation with and dual training in agricultural economics

D. General Areas

1. Includes research in areas other than farm management, marketing and rural sociology

2. Criteria for getting the job done

a. Work and coperate together
b. Have confidence in yourself
c. Do more writing and publishing
d. Keep up to date on new techniques and technologies
e. Use timeliness in publishing results
f. Take positive approach to problems
g. Make use of and train graduate students
h. Make use of available physical facilities, including research foundations, clerical pools, etc.

E. Agricultural Extension

1. Extension needs to recognize problem areas in need of further sutdy

2. Assist in planning of projects and maintain close cooperation with researchers

3. Researchers expand summary and conclusions in publications, aiding extension people in formulating recommendations to be made

4. Translate and apply findings to farm conditions

5. Be aware of danger that might be involved in releasing data and writing recommendations too early before being conclusive

6. Keep in closer contact with research through:

a. Regularly scheduled meetings
b. Dual appointments

F. Publications

1 Increase publications by writing more brief, short to-the-point releases

2. Use preliminary circulars when sound

3. Publish information on what problems are under study and approximate release dates

G. Score card for evaluating research from viewpoint of client group, researcher and administrative group

1. Timeliness

2. How is society benefited

3. Permanency of findings

4. Use of findings and methods of presentation

5. Were findings arrived at scientifically

6. Quality of personnel

7. Interest of researcher

8. Is it administratively feasible

   a. Adequacy of funds and staff
   b. Availability of funds for facilities and consultants

9. Relative importance of the problem

RESEARCH METHODOLOGY

Panel:--W. H. Andrews, Chairman, R. M. Dimit, G. H. Mitchell, R. R. Newberg, R. J. Tompkin, R. L. Bere, Reporter

The method of presentation used was an informal panel discussion using a prepared outline to guide the discussion.

The panel centered its discussion around the scientific method and its function in research, some techniques for getting and analyzing data and some general questions for evaluating our research posture.

Elements of importance in the use and development of methodology

A. Meaning of the Scientific Method

1. What it is --
   a. The scientific method is a systematic way of approaching a problem and finding facts and principles that explain it

2. What it does for the research problem
   a. The scientific method offers guidance to research
   b. It makes a system of investigation and not just a hit or miss approach

B. Steps in the Scientific Method

1. Steps and factors in determining the problem
   a. Initiating the idea
      (1) This occurs through the interest of the investigator, the interest of others who seek the aid of the investigator, or as a problem arising that requires solving.

      (2) We need to persue creative ideas before we start a project

      (3) Average or sterile results come from lack of breadth and vision in the project

      (4) A problem occurs when doubt or uncertainty arises

   b. Preliminary steps
      (1) Getting a thorough background for the problem
         a. Preliminary investigation and review of related writings
            1 - An important part of the scientific method
            2 - A thorough review saves time, money
            3 - Helps delineate the problem concisely
            4 - Helps in forming necessary and testable hypothesis
            5 - Helps to determine the data needed to test the hypothesis
            6 - Helps to get to the heart of the needed investigation
            7 - Eliminates duplication
            8 - Gives focus and direction to the work
            9 - Assists planning as that sufficient data is collected and overlooking data is minimized

10 - Assists in planning time and cost necessary
11 - Assist in development of insights into areas of unsolved problems
12 - Helps in developing a theoretical framework

b. Advisory committees may be used to determine which problems are of major importance. These committees may be made up of extension and industry people as well as researchers.

c. Consultants might also be used at this stage

d. More time should be budgeted for the preliminary phase to develop adequate research design.

2. Available resources for carrying out of a research problem are of considerable importance and often limit the scope of the problem. These resources include time, personnel and money. All require careful planning in research design.

C. Development of the theoretical frameworks, definitions, objectives, hypothesis and models.

1. Meaning and use of hypothesis

a. Hypothesis are best guesses made from the information and insights available.

b. The conditions of a good hypothesis include:

(a) It is testable
(b) Deduction can be made from it
(c) The various elements of the hypothesis should denote determinant experimental proceedure
(d) It should help resolve the issue
(e) The hypothesis should guide the research
(f) It should account for what is already known or accepted
(g) A hypothesis should not be such that their consequences do not differ sufficiently to be tested.

c. A hypothesis does two things more efficiently than a stated objective

(1) It specifies precisely the particular variables being tested
(2) It specifies the precise relationship and direction of variation to be tested between variables. These permit refinement in the collection of data to prove or disprove the guessed pattern of variation.

2. Meaning and Use of Models

a. A model is a picture of a hypothesis; it could be a straight line or a simple diminishing returns curve.

b. Models tell us what information we need

c. Models is a way of expressing theory and bringing it into the problem.

D. Design for collecting and analyzing data

1. Collecting data

a. The survey method may be over worked or at least other approaches should be attempted. The survey gives data on what the situation is but more predictive data is needed to be ahead of what now is.

b. Survey techniques are useful to orient us to the situation; each study has a best method for that study, some methods may be relatively simple.

c. There are two types of controlled experiment

(1) Physical
(2) Statistical we may set up statistical controls before we gather data or adjust by statistical means afterward to get controls we need

d. Extension may be a means for semi-contolled social science experiments

2. Some techniques for collecting data

a. Experimental design of field controlled or introduced variables
b. Survey sampling method, formula for determining the size of the sample $N = \frac{t^2 V}{(\overline{X} - M)^2}$
c. Case studies
d. Team research, 2 kinds, inter to intra department, very important in next stage of development
e. Sociometric design
f. Depth or unstructured interviews
g. Use of the panel method
h. Projective techniques
i. Participant observer and historical fact gathering
j. Analysis of secondary data

3. Analyzing data

a. Tables, comparisons and simple measures of central tendency are also useful statistical tools
b. The most appropriate statistical tools should be used whether simple or elaborate
c. Some analysis techniques
d. Use of different distributions
e. Non-parametric design
f. Linear programing
g. Econometrics

h. Mass computing methods
i. Variance analysis
j. Co-variance analysis
k. Correlation and regression measures
l. Comparison method tabular analysis, measures of central tendency
m. Internal consistancy and factor analysis
n. Quantitative measurement of qualitative elements, scaling or ordering data by scores, such as Guttman, Likert, Thurstend scales
o. Sten scores
p. Other tests of significance for normal and non-normative distributions

E. Other Questions pertinent to research methods

1. How do we stand on the use of available techniques?

2. Should we do research on methodology and design itself?

3. What do we need to make it possible to use other techniques?

4. How many projects should a research worker attempt at any one time?

5. Should we be working on problems that do not have immediate application?

6. Should we use consultants on methodology from mathematics and other disciplines or universities?

7. Are we projecting far enough ahead to be able to use the best methods on the problems we are attacking that is preplanning the preliminary steps and developing new techniques?

8. The inhibiting effect of the present structure for development of long-range basic productivity in research methods.

THE USE OF THEORY IN OUR RESEARCH WORK

Panel:--R. W. Sherman, Chairman, R. H. Baker, A. R. Mangus, A. R. Milner, H. C. Williams, P. C. Clayton, Reporter

I. Use in Sociology

A. Empirical science could scarcely exist without theory.

B. Two kinds of theory

1. Generalization from observation and empirical research

a. Description of observation or events

b. Explanation of cause-effect type of events or in terms of "if-then" proposition

2. Philosophical speculation, theological dogmas and beliefs and any theory without empirical background

C. Theory used to formulate hypotheses to test

D. Confirmation of theory by empirical research makes for a body of scientific "law."

II. Use in Farm Management

A. Theories which have been incorporated into farm management research work:

1. Labor theory of value

2. Obstinence theory of interest

3. Diminishing marginal return

4. Marginal rate of substitution

5. Opportunity costs

6. Competitive advantage

7. Returns to scale

8. Theory of probability

III. Use in Marketing

A. Marketing must be defined as production in the sense that it is

creation of utility.

B. Same theory applies to marketing as to production with the addition of theory of consumer choice. All of those mentioned in farm management could be repeated here.

IV. How it affects Extension Procedure

A. Must use theory to ferret out problem areas which need solving.

B. Theory also used in the action field, usually from empirical research findings.

C. Theory helps set up alternative actions in solving a problem.

D. Policy formulation and various alternative lines of action are considered on basis of theory and then the one which seems to fit best is determined as policy. Therefore, policy is definitely based on theory. Extension uses theory in helping to lead action agencies to the best decisions.

V. In all fields it was admitted that up to now so much time has been used in descriptive research that theory has not been used as much as will be possible in the future. The analytical studies which are possible after the fields are described will make more full use of theory.

ORGANIZATION, COORDINATION, PERSONNEL IMPROVEMENT AND OTHER FACTORS EFFECTING RESEARCH IN AGRICULTURAL ECONOMICS AND RURAL SOCIOLOGY

Panel:--J. H. Sitterley, Chairman, W. H. Andrews,
M. E. Cravens, T. W. Leed, H. R. Moore,
R. A. Bailey, Reporter

The panel was assigned four topics for discussion within the broad area of departmental research:

1. Has it justified its cost?
2. Possibilities for improved organization and administration..
3. Coordination of overlapping research in rural development and adjustment.
4. Improvement of research personnel.

In the formal presentations by the panel members and in the subsequent discussion, little attention was given to the first topic. Discussion of the second and third topics constituted the first half or more of the session. After a break, a modification of the fourth topic, "Improvement of Personnel With Emphasis on Graduate Students and Young Staff Members" was taken up. There was active discussion of this topic lasting for the rest of the assigned period.

I. Organization and Administration

Listed eight Obstacles to Research:

1. red tape
2. inflexibility of funds
3. inflexibility of personnel
4. publication policy (delay and inadequate editoral help)
5. inadequate statistical facilities (technicians and machines)
6. time required for "odd jobs"
7. difficulty of communication with administration and between departmental groups
8. an apparent feeling by administration that the research staff is incompetent in the financial organization of projects

Additional Obstacles to Research:

1. communication
   a. administration may not understand the situation
   b. hard to communicate within department
2. inflexibility problem; imagination needed
   a. personnel are structured (fixed); can't cooperate.
   b. perhaps need functional rather than project personnel assignments
3. inter-college and inter-department consultation difficulties
4. inter-disciplinary research needed - facilitated perhaps by outside support.

   Suggested obstacle-levelers:
   A. hired record-keepers
   B. team research

II. Coordinating Overlapping Research

A. 1. Within the department there are eight projects in the adjustment area with substantial overlapping.

2. Overlapping interests need to be regarded as an opportunity; not an invasion of private areas. The overlapping, twilight areas can be used as a means of mortising together the areas involved.

3. Coordination is largely a matter of communication. Improved coordination demands improved communication by either formal or informal arrangement.

B. 1. Three types of cooperation:

a. intra-discipline or area
b. inter-area
c. inter-department: intra-college

2. Reasons for lack of cooperation:

a. fear (of disrupting prejudices and convictions)
b. lack of time
c. not knowing whom to consult
d. difficulty of obtaining help
e. a feeling that cooperation is a personal admission of ignorance

III. Summation:

A. When should coordination be arranged? After personnel are involved in many overlapping projects or prior to setting up the projects? The greatest return to cooperation is by the latter course.

B. Cooperation and consultation take time and if done, should be budgeted into the plan of work. The time of staff members is fragmented into many responsibilities. For coordination to be successful, members must be willing to go to other members who in tern must be willing to allocate already scarce time to coordinating efforts. This is one of the important informal barriers to better coordination.

Discussion

(Organized by topics rather than in the order made)

I. Improving Organization and Administration

A. Time - Organization should be done prior to writing up project proposal. Technically, however, this is not permitted.

B. Programmatic Research: (The integration of a series of related projects into a common theoretical framework.)

1. Problems and Comments

a. With men from different areas working together, there is a fear of loss of professional identity.

b. Who, (which discipline) shall direct research.
c. Where integrate? Neither the theoretical nor the operational level but rather where the problems have a common "something" between areas.

C. Missouri Experience

Other stations, including Missouri are attempting to organize research by areas cutting across interested departmental lines. Research on irrigation problems by agronomy, engineering and economics, for example.

D. Consultation

1. Consultation with researchers at other institutions is often desirable and should be budgeted into project.
2. Consultants in other areas charge fees for their services. The Director might check the feasibility of this practice for our department.

E. Major Projects and Fundamental Research

Large projects (of the Ford Foundation type) which require a unified approach cannot be handled within our organizational framework. Fundamental research is not implemented by our present program organization. We need to organize to implement research; not primarily to implement administration.

F. Secretarial

Better coordination of clerical services is needed. The secretarial or clerical "pool" idea should be explored.

II. Coordination of Research

A. How get coordination? It is possible to be over-coordinated. How coordinate to the optimum point? If coordination is lacking, it is largely a personal affair (the man's own fault for not cooperating or for his inability to recognize the need for coordinating with other disciplines.)

B. Overdoing Coordination
Technicians are over-loaded. To be equitable, these men should be given a point or two from each of the projects on which they are consulted.

C. How Improve?
The point system discourages cooperative work. To improve coordination, a researcher's worth must be appraised on some basis other than points. An appreciation of point system inadequacies by the administration is needed.

D. Increasing Coordination
Coordination requires preparation by person being consulted. These consultants (technicians) need consultation time budgeted into their projects. To succeed, the project leader must take responsibility for project coordination.

E. Cooperation Between Extension and Research Workers
1. Mutual trust is needed. Extension men are willing to cooperate if advance scheduling is done.
2. Extreme cooperation could impair efficiency by making the researcher to some degree an Extension man and vice-versa. Promotion of coordination must avoid this.

III. Improvement of Research Personnel

Where do staff members go and how do they proceed to get additional work or training? Administratively, what arrangements might be made?

Discussion of Personnel Problems: Especially Graduate Assistants and Young Staff Members

I. Problems of Graduate Assistants

A. 1. New assistant sometimes not informed of what is expected of him.
2. Sometimes lack of consultation with advisors and senior staff.
3. Sometimes shifted into areas other than that of his primary interest.
4. Lack of clarification of authority regarding clerical staff, etc.

B. Staff members vary in the amount of work expected of graduate students.

II. An Additional Discussion of Student Problems and Suggestions for Improvement

A. Conflict of Academic and Research Responsibilities
1. Both the job and school work suffer when assistants combine research and school. Can this be improved?
2. Because of the nature of research projects and the presence of academic sequences, work and school should be on a year-to-year specialization basis.
3. School and research might be separated on a quarter-to quarter basis.

B. Graduate Orientation
1. New students could benefit from orientation program.
2. In the early quarters of this program, an assistant needs more direction in his work for the department and in some cases, even needs more work.

C. "Open-Door Policy"
Desirable from a graduate student's standpoint for staff to keep doors open but the time required to follow this policy can hurt the staff research program.

D. "Standard" Ph.D. Program
Staff should consider the possibilities of Ph.D. programs along different lines (econometrics for example) as alternatives to the usual program.

E. Attracting Graduate Students to the Department
1. Salaries
   a. Increased salaries necessary to attract good graduate students.
   b. The pay scale offered is not the most important factor in attracting students.

2. Two things bring graduate students: "what the training will do for him". Recognition is also important. Perhaps through the device of senior authorship.

3. Attraction of graduate students is more basic than salaries. A program and personnel of such a caliber that students can be attracted needs to be built.

4. Heady is successful in attracting students. He delegates not only authority but also responsibility and credit (through senior authorship). The point system discourages such delegation.

5. Where and How Get Graduate Students?
   a. They read journal articles.
   b. They see staff in professional meetings.
   c. They see staff in jobs at other institutions.

6. Not all theses are published at O.S.U. This is an opportunity missed.

F. Graduate students need funds when assistantships in their areas are already filled. We either lose the student or he goes to some other area. Perhaps not every student has to work on a specific project.

G. The chairman will need help in implementing suggestions of staff and students. Responsibility will have to be taken by both staff and students for the organization of students and coordination of programs.

SUMMARY STATEMENT OF ASSOCIATE DIRECTOR W. E. KRAUSS

The conference has been much broader in scope than anticipated as a substitute for the original review plan turned down by the department. Some 20 Experiment Stations made use of the new review method involving outside consultants. Most stations started this type of review with Departments of Agricultural Economics because these have been the number one problem departments. This is due to the rapid increase in size which has created a problem in communications among personnel and administrators.

Department members are encouraged to come to Wooster when the need arises just as they would travel to other distant locations, with the approval of the Department Chairman.

Policy permits a staff member to estimate his needs for consultation services and travel expenses for consultation. One has a perfect right to include these items in the estimate of needs. Approval must be contingent on available resources.

Research begins in someone's mind, with the awareness of a problem that needs solving. The next step is the library, after which comes the laboratory.

Here are some recommended publications to consider in planning a research program:

"Agricultural Marketing Research, Its Use, Appraisal and Prospects"

Core Report, "Research Needs in Agriculture", from the committee on research evaluation of U.S.D.A.

Report from President to commission on "Increased Industrial Use of Agricultural Products".

Research Project Classification Index, issued by the State Experiment Station Divisions.

We need coordination of activities among the states. Some problems are of a regional nature and should be approached on a regional basis.

There are obstacles to doing research; one of these is red tape. We use public money and it is necessary to see that the funds are expended according to law.

The Congress appropriates money to support Experiment Stations. Ohio is receiving $750,000 this year from this source. This may be used for any research so long as 20.54 percent is used on marketing. In addition, the Ohio Station receives $130,000 of Regional Research Funds. To this amount ($880,000) state funds are added as needed for projects and for institution operations.

Federal funds are more flexible than state funds which do not require accounting by code nor quarterly allotment. The business office must spend state funds in over twenty different codes and within quarters, thus creating a bookkeeping problem.

Publication Policy

The point system for evaluating publication of material by staff was originated by us and it succeeds a system in which no weight had been given to the various kinds of publications. The point system is an attempt to weigh productivity, with allowance being made for tenure and type of publication.

We would like you to inform our administration when there is delay in getting manuscripts published.

As to writing, if you do not have time to write a release, or a Farm and Home article, give the information to one of the editors who will write it and return it for approval before it is released.

Equipment and Professional Help

Dr. Weaver is available as a consultant on experimental design and the final treatment of data and their interpretation. He will have a full time assistant. The station has installed some IBM equipment at Wooster and has

more on order. It is hoped to have adequate card punching, verifying and sorting equipment to do what is needed. It is not intended to have a 650 machine. The Experiment Station statistician located at Wooster may not be able to handle all the work of your department. You may have to develop some of your own consultation service and equipment because of the volume and nature of your statistical work. Dr. Smith and I have talked about this problem before.

Efficient Use of Clerical Help

Use of secretarial and clerical staff is not confined by regulation to doing work on only the project for which she is hired if work loads shift. This is a matter of internal administration.

Extra Curricular Activities

When you are in an academic institution like Ohio State, committee work and other extra curricular activities such as consultation, counseling, etc. are part of the job and may pay big dividends.

Communication With Administration

No member of the administrative staff deliberately refuses to see anyone wanting to see him. Feel free to make an appointment and check with us whenever you feel the necessity, after clearance through your chairman.

Submitting Manuscripts

We have a mimeographed document explaining publication procedures.

Reviewing Proposals for Projects

Constant judgment must be exercised concerning number and choice of outside consultants used in reviewing proposals for projects. As the study progresses,

tangents to original objectives may become more important than original objectives. You might want to revise the project outline drastically or perhaps close out the original project and start anew. You have that freedom.

Evaluation of Staff

Publications are only one means of evaluating productivity. Also reported in your report of activities are such things as meetings, radio scripts, T.V. programs, press releases, etc. It should be pointed out that the academic prestige of your department will rest largely upon the publication you make in scientific journals.

Graduate Student Coordination and Relationship

Dean Scott Sutton has the responsibility now of coordinating graduate student relationships between the Experiment Station and the University. Philosophy of graduate students has changed over the years. The general idea used to be to choose the institution and person under whom you wanted to do graduate work. This still seems to me to be the best idea. If you maintain and build up prestige of individuals in your department you will get graduate students.

Future Staff and Program

Due to pressures of rapid growth we may not have always kept up standards. In looking for future staff in other areas men trained in the basic sciences will be sought. It isn't going to make so much difference whether they are labled agronomists, dairy husbandrymen, etc.

As to size of your program all we care about is that you have one you can handle within the facilities and resources available, and with qualified people.

We must continually try to anticipate future problems needing research. It is not enough to do descriptive historical research.

The Department Staff assigned itself the task of putting down on paper what the Department's Research Program should be for the next five to ten years.

The Staff was divided into four areas: Farm Management, Marketing, General Agricultural Economics and Rural Sociology. Each area met several times and came up with the suggested areas for research as noted in the following pages.

PROPOSED PROJECTS IN FARM MANAGEMENT FOR NEXT TEN YEARS

I. Farm Credit and Farm Financing

A. Study farm real estate value, structure and farm finance
   1. Study relationship between farm income and land values
   2. Study how people estimate the value of land
   3. Study capital management in the life cycle of a farmer

B. Study availability and need for risk capital in farming
   1. Study vertical integration

C. Put into popular form Blosser's study on rebuilding rundown land

D. Study marginal rate of return on various types of capital

E. Develop accounting procedures to improve farm finance management

F. Study possibilities and needs for supervised credit

II. Farm Business Organization, Tenure and Corporation Farming (Research in This Area Calls for Personnel Trained In Farm Management and Legal Phases Involved)

A. Study land tenure in its broad sense. (Not farm leasing alone.)
   1. Study contractual arrangements for use of different resources. (land, labor, capital and management)
   2. Study innovations in tenure arrangements--ways of obtaining control and use of land.

B. Study new ways of securing all forms of capital. (Equipment, improvements, livestock, etc.)

C. Study new methods of providing management
   1. Vertical and horizontal management
   2. Professional services
   3. Farm and home development

D. Study new methods of securing labor and services.

E. Study transfer of farm business as a going concern.
   1. Present ways and methods
   2. New ways to meet changing conditions

III. Marginal Efficiencies of Scale

A. Study how to adjust volume and kind of business to achieve and maintain farm prosperity in a changing economy
   1. Degree of intensity
   2. Changes in acres operated
   3. Changes in type of enterprises
   4. Possibilities of part-time farming
   5. Degree of diversity

IV. Input-output data to be kept up to date

A. Livestock enterprises (dairy, beef, hogs, sheep and poultry)

B. Crop enterprises (general, specialized, vegetable, fruit and forest)

C. Study new practices, new machines, etc.

D. Study facilities, equipment, farm buildings, etc. (old and new)

E. Miscellaneous labor used for farm maintenance

G. Service costs (custom rates)

V. Human Factors in Farm Management

A. Develop management capability classification

B. Develop procedure to determine capability class in which an individual farmer falls

C. Determine human attributes or qualities associated with success in farming

D. Develop procedure to determine management potential of young men

E. Continue the study of the decision making processes

VI. Risk and Uncertainty from standpoint of individual farmer

A. Study variability in crop yields

B. Study variability in weather as it affects income

C. Study ways of transferring risk by means of insurance, hedging contracting and diversification

VII. Farm Accounting Procedures and Analysis

A. Study accounting and analysis procedures needed for research and extension

B. Study accounting techniques which farmers can use to improve farm organization

VIII. Development of new management techniques

A. Continue studies in work simplification to increase labor and capital efficiency

IX. Supply elasticity

A. Continue research in economics of adjusting individual farm plans to changing demand

Priorities Suggested For Future Farm Management Projects

--Studies relating to economics of scale and the human factor in operating a farm are now being studied on a regional basis.

--Studies should be made to develop an index for rating farmers according to the managerial abilities.

--Credit studies in farm management should be coordinated with the credit aspects of marketing and other areas where farm credit is involved.

--Need study on how to evaluate farm management as a factor of production. This should be done in cooperation with sociologists and psychologists.

--Should have a study to show whether or not capable people will be operating our farms in the future.

--Should synthesize new systems of farming that are better than any in use today. This will have to be done by budgeting the best known practices into complete farming systems.

PROPOSED AREAS OF RESEARCH IN AGRICULTURAL MARKETING FOR THE NEXT TEN YEARS

Many of the research projects in marketing are conducted on a regional basis. The state research should be coordinated with regional research so there will be a minimum of conflicts and projects will not be repeated in a year or two. Likewise administrators both in the states and Washington should be cautious in approving projects ahead of scheduled regional projects in the same area (Iowa was an example).

I. Commodity
  A. Dairy marketing
    1. To evaluate and facilitate changes in the buying and selling of milk from Ohio farms.
      a. Improve methods of pricing to producer
      b. Outlets available for marketing Ohio's milk
      c. Inter-relationship between economic changes and farm supply responses as they affect marketing
      d. Institutional and their functions in milk marketing
      e. Vertical integration in dairying

    2. Methods and systems for the distribution of dairy products.
      a. Lower cost methods and systems for the distribution of of dairy products
      b. Merchandising dairy products through store
      c. New products - substitutes etc.
      d. Consumer satisfaction
      e. Automatic merchandising of dairy products
      f. Maintenance of competition in the dairy industry

    3. Improving managerial skills in the dairy industry
      a. Identification of their problems
      b. Lowering costs of dairy product processing

  B. Fruit and Vegetable
    1. Methods by which Ohio producers can better take advantage of favorable location in their marketing
      a. Roadside
      b. Farmer market and other such procedures

    2. Economic effects of product deterioration
      a. Loss of product
      b. Loss of labor in reconditioning
      c. Loss of sales from display

    3. Gorwer organizational possibilities
      a. Extent to which Ohio growers now use barganing, cooperative and other organizations in better marketing
      b. Evaluation of suitability of farmer organizations in increasing grower returns

    4. Consumer demand and preference studies
      a. Fresh fruit and vegetables
      b. Processed fruits and vegetables

C. Grain and farm supply marketing
   1. Effect of changes in the transportation structure on grain and farm supply marketing
      a. St. Lawrence Seaway Development
      b. Truck movement of feed grains
      c. Effect on grain production and marketings

   2. Grades and quality standards of grains
      a. Quality discounts and premium schedules
      b. Effect of recent changes in grade standards on grain marketing
      c. Quality maintenance

   3. Vertical integration in the grain and feed industry
      a. Contract
      b. Ownership

   4. Evaluation of managerial decisions on the grain and feed firm
      a. Labor and labor savings
      b. Market information and its use

   5. Effect of government policy on the grain marketing system
      a. Storage
      b. Available supply of free grain and feed
      c. Long range market plans

   6. Consumer preferences and demand for various types of bakery products
      a. Type of bread
      b. Bakery vs. chain and grocery purchase
      c. Price differences for same products at different outlets

D. Livestock Marketing
   1. Impact of population growth and economic development on:
      a. Efficiency of different livestock marketing techniques
      b. Spatial pattern of livestock markets or outlets
      c. Wholesaling and retailing of meat in surburban shopping centers (supermarkets)
      d. Method used and efficiency in setting price farmers received for livestock

   2. Determination of the most effective methods of obtaining acceptance of results from livestock marketing research

   3. Meat quality studies
      a. Method of achieving the degree of standardization of meat products necessary for use in mass marketing techniques
      b. Effective method of carrying product differentiation through the marketing channel
      c. Determination of differentials consumers are willing to pay for cuts derived from livestock of different grades

E. Poultry Marketing
   1. Evaluate alternative types of markets available to Ohio egg producers
      a. Retail sales at the farm
      b. Retail sales on a route
      c. Jobber (to retail store-hotel-restaurant)
      d. Wholesale - type of handler - coop - local buyer, etc.

   2. Operational efficiency in marketing poultry products. Increase efficiency of marketing system
      a. Assembly
      b. Plant operations
      c. Alternative methods of distribution

   3. Integration in production and marketing systems for eggs
      a. Determine the degree of integration
      b. Locus of decision - making power
      c. Method of financing
      d. Locus of risk-bearing

   4. Consumption of institutions (restaurants, hotels, bakeries and other non-household consumers)
      a. Buying practices
      b. Variation in demand with changes in price and other factors
      c. Amount and use of poultry products

   5. Pricing - buying - selling
      a. Turkeys: Determine the effect of buying methods (flock-run vs. eviscerated grade basis) on returns to producers and on processors produce, margins and costs
      b. Hatcheries: Pricing methods for buying eggs from hatching flocks, and pricing baby chicks

F. Timber Marketing
   1. Marketing expectation of timber land owners (to be done with Rural Sociology and Department of Forestry)

   2. Plant location of concentration yeards and of timber using industries (to be done cooperatively with the Central State Forestry Experiment Station)

II. General Marketing
A. Food wholesaling and retailing
   1. Operational efficiency:
      Analyze and improve equipment, layout, work methods, personnel development, pricing, merchandising, and management as applied to food wholesale and retail establishments

   2. Record Analysis:
      Analyze methods of record keeping, use of records and establishment of bench marks which can be used as a basis for increased operational efficiency in retail food stores.

B. Marketing Information for Consumers

1. Consumer knowledge and behavior:
   Determine consumer knowledge and understanding of the agricultural marketing system.

2. Consumer information needs:
   Determine information consumers need to make rational food marketing decisions and discover effective methods and techniques of providing this information.

3. Consumer behavior:
   Determine factors involved in consumer food marketing patterns, preferences, and decision making in order to facilitate prediction of future trends that will enable producers and processors to develop a more efficient marketing system.

4. Marketing characteristics of food service establishments:
   Determine characteristics of the food marketing system relating to sources, forms, volume, and service available to food service establishments.

5. Buying practices of institutions:
   Hotels, hospitals, restaurants, bakeries and other non-household consumers.
   a. Variation in demands of institutional consumers with changes in price and other factors
   b. Buying practices
   c. Uses
   d. Amounts

C. Transportation

Throughout the marketing of Agricultural commodities, transportation at present is one of the important functions. Studies should be made for midwestern agricultural products both intra-regional and inter-regional involvings:

1. Water
2. Motor
3. Rail
4. Air

Transportation charges, rates, time factors of delivery, are determining factors in the marketing process.

D. Cooperative marketing, purchasing of farm supplies, and services (Artificial Breeding, Rural Electrification)

1. Analysis of kinds of financing on successful operations.
2. Analysis of factors other than financing that make for successful or unsuccessful operations of agriculture cooperatives

E. Management economics in agricultural business organizations

1. The factors that influence income and expenses
2. Analysis of buying and selling function as related to profits
3. Personnel handling related to profits

4. Labor efficiency, influencing profits
5. Factors influencing gross margins
6. Managerial skills and training required in agricultural processing and marketing firms

F. Other marketing
1. Analysis of the firm (structure, organization and services)
2. Adapting products to mass marketing
3. Changing consumer expenditure patterns, and consumption habits on market structure and organization
4. Product development
5. Consumer concepts of quality (involves controlled experiments)
6. Analysis of related commodity groups (includes market structure, cross-elasticities of demand and supply)
7. Vertical integration and its impact on agricultural marketing

NEEDED PROJECTS IN THE GENERAL AREA OF AGRICULTURAL ECONOMICS FOR THE NEXT TEN YEARS

I. Overall agricultural supply-demand-income analysis
   A. Study relationships between overall demand and supply and their relationship to incomes of producers.
      1. Study income of Ohio farmers by counties, and enlarge study to include incomes from non-farm sources.

   B. Commodity price analysis and analysis of demand-supply functions
      1. Study elasticities
      2. Develop techniques and data for more effective forecasting

   C. Study long time economic trends in agriculture and related industries
      1. Project long time probable trends in agriculture and industrial development in various areas
      2. Study economic development and use of physical and financial resources in low-income farm areas

II. Adjustments in agricultural resources
   A. Land Resources
      1. Study and develop desirable long term land use pattern for Ohio
      2. Study farm real estate prices, pricing, financing, and the operation of the farm real-estate market
      3. Study alternative tenure arrangements in land resource adjustment

   B. Human Resources
      1. Study effective ways of shifting underemployed people out of agriculture
      2. Study part-time farming
      3. Study farmer retirement, and retirement farms
      4. Study farmer financial management, insurance, estate planning, etc.

   C. Capital Resource
      1. Study present and alternative methods of agricultural financing (institutional arrangements, incorporation, dealer financing, etc.)
      2. Study efficient use of credit as agricultural tool, marginal efficiency of capital in various uses

III. Public affairs, at all levels
   A. Agricultural Policy
      1. Evaluate effectiveness of various governmental programs
      2. Study incidence of benefits and costs of government programs
      3. Study farmer reaction to various programs, and to proposed programs

   B. Study Ohio farmers stake in foreign trade and foreign economic development

   C. State and local government
      1. Study services of local government and costs of providing those services
      2. Study incidence and implications of various existing and proposed tax methods
      3. Study recent developments in rural zoning as an application of community planning to desirable land use patterns

D. Study community economic development

E. Study probable impact on Ohio agriculture of transport development, highway, pipe-line and belt-line, and the St. Lawrence Seaway

SUGGESTED AREAS OF NEEDED RESEARCH IN RURAL SOCIOLOGY IN OHIO

I. Problems Of Organizational Administration Management and Member Relations

1. *Factors affecting membership relations in milk marketing organizations of Ohio dairymen.
2. *Factors influencing the organization, function and membership of major Ohio farm organizations.
3. Sociological aspects of the structure and function of administrative organization and management of agricultural industries.
4. Social action process related to policy formulation and program development.

II. Population and Migration

1. *Problems of rural areas resulting from population change.
   a. Areas of out migration.
   b. Areas of in migration.

III. Social Change

1. *Problems and opportunities which programs of rural development and rural industrialization bring to agricultural counties in Ohio.
2. *Factors associated with family religious participation in Monroe County, Ohio.
3. Recreational needs in Ohio as they are related to natural resources.
4. Social changes among rural school systems in Ohio affecting rural life.

IV. Communication and Diffusion

1. *The communication process and its relationship to the adoption of farm and home practices.
2. The role of the professional agricultural change agent in securing the adoption of farm and home practices.
3. **Methods of communication with hard-to-reach clientele.
4. Evaluation of agricultural agency programs designed to involve hard-to-reach clientele.
5. Communication of new educational technology among rural school systems.

* Research currently under way.
** Exploration under way.

V. Health

1. Level and adoption of health practices (X-rays, polio shots, M.D. use, etc.) of Ohio rural people.

2. Communication systems and adoption of new medical technology (drugs, techniques, equipment) among rural General Practioners (M.D.'s).

3. *Sociological factors related to heart disease among farm people.

4. Participation and attitudes of farm people in voluntary health programs

5. The function of County Health Departments.

VI. Rural Family

1. Problems of Social and Mental Adjustment in Rural Families Related to Different Periods in the Family Life Cycle.

2. *Comparative study of Amish and non-Amish family patterns in Amish Communities.

3. The aging process, adjustment to retirement and the effect of social security among rural Ohio people.

4. Roles and adjustment of rural youth.

VII. Institutional Problems

1. Factors influencing the participation or non-participation of farm, rural non-farm and urban people in agricultural extension programs.

2. **A study of the characteristics of Ohio Home Demonstration Club members.

3. A study of the characteristics of Ohio 4-H Clubs.

4. An analysis of the conceptions of the roles of the county agricultural agent and extension specialist by lay people, county extension personnel and success of extension objectives.

5. Social factors in rural government and political behavior.

VIII. Social and Community Organizations

1. Rural community organization and leadership in Ohio: A study of urbanizing influences and the impact of change in rural communities that are rapidly growing, stable and declining in rural population.

* Research currently under way
** Exploration under way

2. The function of professional leadership in rural action programs.

3. Social problems in reconstructing community relationships in the consolidation of rural social institutions such as schools and churches.

IX. Leadership

1. *Leadership and social action.

2. Identification, selection and development of local leaders for agricultural programs.

X. Marketing

1. Sociological aspects of marketing decisions.

2. Sociological variables influencing the marketing behavior of producer processors and consumers.

XI. Theory and Methodology

1. Development of appropriate theoretical models and research design in Rural Sociology.

XII. Social Psychology

1. The measurement of values, motivations and attitudes.

2. Educational aspirations and motivations of rural college-eligible students.

3. Professional training needs associated with performance in organizations and agencies.

4. *Follow up study of mental health factors among former students in Miami County, Ohio.

5. The educational impact of participation in field trips and extra curricular activities among agriculture college students.

6. Productivity and morale of agricultural producers as related to three social-psychological factors, the farmers goals, attitudes toward the future of farming and attitudes toward farm programs.

XIII. Rural Social Problems

1. Deliquency and crime in rural society.

XIV. Foreign Area Research

* Research currently under way

XV. Interdisciplinary Studies

1. Developing measures of farm management ability

2. Expectations of timber-products.

Staff Evaluation of 1957 Research Conference

After the three-day conference on September 16, 17, and 18, 1957; a questionnaire was submitted to staff members of the Department of Agricultural Economics and Rural Sociology. The purpose of this inquiry was to obtain opinions of the staff which would help evaluate the past conference and the pros and cons of holding other such meetings in the future.

Staff members were asked to comment on or to give more or less categorical answers to six items. This report is an attempt to boil down the various responses by paraphrasing and organizing the ideas expressed in response to each of the six items, in some order of numerical frequency. The following represents the ideas of 37 staff members.

Highlights

Question 1: "I felt the two or three highlights of the conference were:"

A high proportion of the replies centered around the opportunity supplied by the conference for improved communication. Within this category, greatest importance was placed on improved understanding of administrators' attitudes and viewpoints. Twenty staff members expressed this view, 16 specifically mentioning the talk by Dr. Krauss.

An even greater number expressed ideas relating to better communication between different areas of work within the Department. Some of these related to the general effect of the conference. These can be paraphrased as follows without seriously distorting the phraseology used by the various respondents:

(a) Improved understanding of work of different disciplines (13);
(b) Discussion relative to improving research organization and communication (5);
(c) Research, teaching, and extension getting together on common ground (3);
(d) Morale built by getting together to discuss mutual problems and interests (3).

It may be noted that a majority of these 24 responses relate to the general benefits derived from a conference and did not necessarily pin-point any one session as the highlight. To sum up, 44 replies emphasized "communications".

A lesser number of responses related to various ideas which for the most part "highlighted" some particular session. These follow:

1. Evaluation of projects (12)
2. Potentialities for joint contributions of different disciplines to a research program (8)
3. Session on theory (6)
4. Future research programs of various disciplines (4)
5. Free expression of ideas on research and related problems (3)
6. Management of graduate students (2)
7. Orientation in respect to the central purpose of research (1)
8. Criticisms of publications (1)

The above represents 81 responses received from 37 staff members.

Low Points

Question 2: "I felt two or three low points of the conference were:"

As in the case of question number 1, some of the responses were general in nature rather than pin-pointing one session or item. Following are points mentioned in order of their frequency:

1. Failure to follow through on original program to review projects, research program, and future program (14)
2. General plan of the conference was indefinite in direction -- poor communication between committee and staff (4)
3. First session was off the subject -- poor orientation (4)
4. Little progress in developing a coordinated program of research and group research (4)

5. Poor preparation by some panel members (2)
6. First afternoon session (1)
7. Objectives of the department not well defined (1)
8. Too much emphasis on past program, not enough on future program and on team research (1)
9. Too many long speeches (1)

Further Consideration

Question 3: "A few pertinent ideas I thought of during the conference which I would like to enter into the record for further consideration."

1. Cross-disciplinary team research and need for closer integration with allied fields. (6)
2. Why have we not turned out outstanding agricultural economists and research projects in the past? (3)
3. Staff evaluation of Extension Specialist's and teacher's activities (2)
4. Closer coordination of Extension and Research (2)
5. Improving research methodology and theory (2)
6. Timeliness of our research ("we need to look to the future") (2)
7. Timeliness for securing funds for needed research (2)
8. More smokers and nightly informal staff get-togethers (2)
9. Do we work for the Ohio farmer or the public? (2)
10. More staff time allowed for keeping up-to-date with new research developments and writing up findings (2)
11. More time and effort to develop new research ideas and to evaluate new projects (2)
12. Improve the climate for research (1)
13. Urge the administration to "take the lid off" an employees handbook (1)
14. We need to take a "bigger look" from a more distant perspective at the problems of agriculture (1)
15. Publication policy of the Station (1).

Ideas for Implementation

Question 4: "I think the following items discussed in the conference should be implemented by the department in the next year in the following manner:"

1. Improve communication between Agricultural Experiment Station administration and staff ("Have Dr. Krauss visit this department more often"). (5)
2. Team or coordinated research ("have bigger and fewer research projects") (5)
3. Closer coordination of research, teaching and extension by areas in the department (5)
4. Combine projects into one over-all objective for the department (4)
5. Review and evaluate all our projects regularly (3)
6. Credit methodologists or statisticians for their consulting time in the Department (2)
7. Institute research in food merchandizing (2)
8. Clarify role of graduate assistants (2)
9. Develop a statistical laboratory (1)
10. Develop an employee's handbook (1)
11. Develop objectives for our Department (1)
12. Bring in resource people from other states to review projects (1)
13. Develop a measure of Farm Management Ability (1)
14. Use consultants in research (1)
15. Use advisory council to guide research in the Department (1)
16. Explore "outside" financing for research (1)
17. Develop a coordinated research program in agricultural adjustment (1).

Further Discussion Topics

Question 5: "I think the following items, questions or topics need further discussion by the Department and this should be done in the following manner:"

Please note that the above item is double-barreled -- it inquired (a) as to what should be the subject matter of discussion; and (b) as to how affairs should be organized to expedite discussion. Let us dispose of item (b) first.

Sixteen staff members suggested either special seminars or general staff seminars devoted to such matters as methodology and theory. Three mentioned a conference on teaching somewhat similar to the one which has been held on research. The remaining suggestions related to items which merit further discussion, but with the above exceptions, do not indicate how such discussion might be implemented.

Items suggested for further discussion:

1. Methodology (14)
2. Development of a research program rather than just projects (8)
3. Theory (5)
4. Further evaluation of projects (score card) (3)
5. Clarification of intercollegiate and interregional relationships and use of consultants in research (2)
6. More discussion of projects as these get underway (2)
7. Basic vs. applied research as goals of department (2)
8. Determination of goals (1)
9. Advisory committee to guide research and to develop projects (1)
10. Develop unexplored areas (1)
11. Concentration of research on limited number of areas (1)
12. Facilitation of use of research by Extension workers (1)
13. Facilitate interpretation and marketing of research results (1)
14. Develop clearer policies relative to authorship of bulletins (1)
15. Develop procedures for manuscript preparation (1)
16. Develop a clerical pool (1).

Additional Conferences

Question 6: "My suggestions for additional conferences, the frequency and how they should be conducted are as follows:"

Four things are implicit in the above item (a) should we have future conferences; if so, (b) how often; (c) how long; and (d) what subject matter and approach?

1. Should we have more conferences? The tally is as follows:

   a. Should have such a conference every year (16)
   b. Should have such a conference every two years (4)
   c. Should have such a conference every three years (4)
   d. Should have seminars or staff meetings, not conferences (9)

2. What length conference? There were too few replies to this question to be very conclusive.

   a. One day (3)
   b. Two days (2)
   c. Three days (1)
   d. Should be shorter than three days (4)

3. How should future conferences be conducted?

   a. Conference concurrent with project submission (5)
   b. Need more preliminary work than on this one (4)
   c. Review Extension projects (3)
   d. Conference on Extension and teaching (3)
   e. Conference each year -- research one year, Extension next, then teaching (1)
   f. Some graduate students who did not attend were interested (1).

Summary

Some general trends can be observed throughout the responses to the six questions.

Many staff members liked the improved communication with research administrators. This was seen as one of the main highlights of the conference.

A second theme that ran through the evaluations was the recognition of a need for cross-disciplinary research and training.

Some staff members felt the conference, although good in other respects, failed to carry through the original program.

The majority (24) wish to have similar conferences in the future. And a majority of these (16) expressed a preference for having a conference each year.

The committee summarizing the six questions was:

M. E. Cravens,

E. M. Rogers,

and H.R. Moore, Chairman.

Suggestions of the Program Committee for Holding

Another Research Conference

1. The program should be determined, mimeographed and distributed to the staff at least 20 days before the Conference. This needs enough detail to inform the staff as to purposes, program and problems.
2. Members of the staff participating should have their comments well outlined before they appear on the panels. Only discussion should be recorded by reporters.
3. Tape recorders are not the answer for recording because of the length and amount of typing required. It is better to have two or three individuals report the discussion.
4. Confine the program to fewer subjects and spend more time on each subject, rather than to try to cover the entire field of research.
5. Subareas, farm management, marketing, general and rural sociology should get together for preparation and to determine what things they need to bring out in the conference.
6. Need the entire staff represented; teaching, Extension as well as research.
7. Should include graduate students that are interested in attending. Many have little understanding of the workings and interworkings of staff, college and Experiment Station. Both staff and they would gain in this.
8. Instruct "secretaries" of sessions exactly how report should be outlined and in what form final presentation should be made.
9. Have committee informed three to four months ahead of seminar.
10. Have reports into main committee one month after seminar is over.